

FRAMEWORK FOR OPERATIONS

Montana Arts Council seeks input on operations plan

Every five years the Montana Arts Council undergoes a rigorous planning effort to establish a plan for its operations. After receiving input from over 3,000 Montanans, we have designed our 2014-2018 Framework for Operations. Now we would like your response to our plans.

Please note that this is a framework for operations. It is meant to illuminate the bigger-picture vision of what we do and why we do it. From this framework, the MAC staff produces an Annual Staff Work Plan, where specific tactics and actions are established, assigned and evaluated. You won't see detailed program information or measures in the Framework for Operations – those will be a key part of the Annual Staff Work Plan.

Once we get your valuable input, we'll produce a final version of the Framework for Operations. That document and the Annual Staff Work Plan will be posted on our website at www.art.mt.gov.

Deadline to respond:
Monday, Sept. 30, 2013

Please reply to us by email with your response to these three questions:

1. Are our intentions clear?
2. Do you like the plan?
3. Are we missing something that is important to you?

Write us at:
a_fishbaugh@mt.gov (note the underscore between "a" and "f") Please repeat and number the questions along with your response. Thank you!

A Framework for Economic Vitality

Creativity at work boosts careers, economies and community vitality

Economic Vitality Frame #1: Careers and Connections

Outcome we want:

Healthy careers and vibrant businesses are built and enjoyed by artists, artisans and the staff and boards of arts organizations in every region of the state.

Why we do it:

Promoting careers and connections through professional development (research and learning opportunities) and networks (local, regional, statewide and national) align with the state's workforce development efforts and are high-priority needs for artists, arts administrators and educators throughout Montana. Competencies in business and marketing skills, teaching the arts and making creative and economic connections across larger networks increase the opportunity to successfully establish, stabilize and grow careers and increase revenues and income.

How we do it:

- Provide workshops, grants, mentorships, peer-to-peer learning and customized consultations for artists, artisans, arts educators and arts organizations leaders to build skills in teaching, marketing, business, fundraising, audience development, legal issues and leadership/governance.
- Produce publications, share arts industry information resources and research, and foster connections with local, statewide and national service organizations
- Utilize available technology to maximize participation, distribute resources and provide remote learning opportunities
- Produce *State of the Arts* newspaper, bi-monthly e-newsletters and blogs for artists, arts organizations and arts educators
- Effectively use social media and other available communications technologies

How we evaluate it:

- Document successful methods of stabilization and growth and continuing network involvement through surveys and conversations with program participants
- Assess outcomes of professional development programs through review of evaluations that are generated by external contractors
- Track, adjust and monitor agency activities through a staff Annual Work Plan that identifies and assigns specific tasks and includes measurable outcomes

Consequences of failure:

- Necessary business skills and collaborations fail to develop for artists, artisans and arts administrators, resulting in less income and fewer jobs in the state
- Arts organizations face increasingly unstable revenues and leadership
- Networking and/or learning opportunities from peers are not available



A Framework for Economic Vitality: Artists in the Montana Artrepreneur Program head out on a field trip.

Indications of success:

- Artists' business and marketing skills increase their success and income as artists
- Arts organizations see stability and/or increased revenues
- Active networks advance knowledge, improve skills and increase productivity for artists, artisans and arts administrators
- Skills are developed that are used as models of best practices of artists, artisans and arts administrators for other markets and communities both inside and outside Montana

Economic Vitality Frame #2: Market Expansion

Outcome we want:

Expanded markets and audience-building opportunities for artists and arts organizations, including:

- Greater exposure to marketing outlets and resources
- Increased exhibition, arts participation and performance opportunities
- Expanded distribution channels and promotion opportunities

Why we do it:

When Montana's artists, artisans and arts organizations increase their income with sales of products and services, they improve the quality of their lives and advance local and statewide economic growth, successfully compete globally, and enhance community vitality through their art and services.

How we do it:

- Help artists learn more about entrepreneurship for market expansion, such as:
- Participation in grassroots learning through regional groups of artists working toward market readiness
- Engaging in a process for "market-ready certification"
- Working on pathways to online market expansion

- Share industry information and provide custom consultations to arts organizations' staff and boards to develop income and expand audiences
- Provide strategic investment funding for community outreach, participation building and market expansion for arts organizations and artists
- Connect artists, non-profit and for-profit arts businesses to state cultural tourism efforts and continually advocate for the arts' inclusion in tourism promotion

How we evaluate it:

- Analyze success of artists' marketing efforts through in-depth income and inventory growth and distribution opportunities pre- and post-program surveys
- Assess arts organizations' audience growth and increases in the number of partnerships that help increase organizational income via annual reports
- Review and analyze statistics and narrative responses of reports from artists and arts organizations that participate in MAC's grant programs
- Assess content of tourism's regional marketing materials and travel promotions for inclusion of Montana's artists, artisans and arts organizations
- Conduct economic impact studies of individual artists and arts organizations
- Track, adjust and monitor agency activities through an annual Staff Work Plan that identifies and assigns specific tasks and, where appropriate, includes measurable outcomes

Consequences of failure:

- Sales stagnate due to lack of access to markets or market opportunities
- Artists and artisans leave the state in order to access larger markets
- Arts organizations' audiences and earned revenue streams decline, leaving them at risk of operating at a deficit or closing up shop
- Local businesses don't maximize revenues that cultural tourism marketing could provide
- State's Accommodations Tax revenues don't grow as a result of longer stays by cultural tourists

Indications of success:

- Participating artists', artisans' and arts organizations' revenues measurably improve
- Artists participate in more markets
- Audiences grow and participation increases for arts organizations
- Virtual/online market opportunities are tapped in to by more artists, artisans and arts organizations
- Tourism promotions and strategic plans are infused with the arts

A Framework for Arts Education

Provide access to quality arts education in order to develop the creative potential of Montanans of all ages

Arts Education Frame #1: Life-long Learning

Outcome we want:

Montanans acquire knowledge or skills in the arts and experience life-long learning through creative expression and exploration in the arts.

Why we do it:

- The opportunity for creative expression of personal experience enhances the lives of individuals and their communities
- Montanans value participating in and celebrating their cultural heritage

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Meet up with MAC on Facebook

"Like" us for updates on Montana Arts Council activities and opportunities, as well as information for and about artists, arts events and organizations across the state: www.facebook.com/pages/Montana-Arts-Council/347466251951287.

FRAMEWORK FOR OPERATIONS (CONT)

How we do it:

- Organize workshops for teachers, teaching artists and arts organizations' staff on how to work with a diverse group of learners
- Offer grants to develop artist residencies, professional development workshops, and strategic program planning in arts education, as well as operating support grants for arts organizations' educational mission
- Offer technical assistance to staffs of schools, arts organizations, healthcare facilities and government agencies to improve the accessibility of their programs and facilities to a diverse group of learners. Accessibility barriers can be geographic, physical, emotional, age, economic, intellectual or cultural
- Provide leadership to enhance Montanans' knowledge and understanding about the contributions of the arts through agency representation on statewide boards and by collaborating with other state agencies and state/national arts organizations

How we evaluate it:

- Analyze statistics from arts education grant reports on those programs that provided specific ways to:
- Modify instruction to accommodate diverse learners
- Reduce fees or scholarships
- Analyze results from follow-up surveys to determine if groups that receive professional development and/or technical assistance on accessibility indicate their programs are serving a larger and more diverse audience
- Review and analyze the expertise of the artists on the Artists Registry for their abilities to accommodate their lessons for a diverse group of learners
- Track, adjust and monitor agency activities through an annual Staff Work Plan that identifies and assigns specific tasks and, where appropriate, includes measurable outcomes

Consequences of failure:

- Many underserved Montanans will not be able to access arts education opportunities
- Arts organizations and school art programs have unrealized potential to build audiences and participants
- Loss or diminishment of our cultural heritages and ways of life

Indications of success

- Arts education opportunities are available in a wide variety of community organizations and are valued by their participants
- Interest in MAC's arts education programs and services is evident statewide:
- Grant applications will be received on behalf of all 56 counties, seven Indian reservations, Pre-K-12 children, adults of all ages, people with disabilities, patients, families and staff in healthcare facilities, and at-risk populations

Arts Education Frame #2: Pre-Kindergarten-Grade 12

Outcome we want:

Montana Pre-K through Grade 12 students study a curriculum aligned with the Montana Board of Public Education's Standards for Arts.

Why we do it:

- To assure that all students in Montana who have not had an opportunity to study a curriculum aligned with the Montana Standards for Arts are able to do so

- To provide an avenue through arts activities for pre-K children to better understand and make connections among ALL curriculum areas
- To enable students, through an education that includes the arts, to:
- Learn the fundamental skills and knowledge of an art form
- Develop the vital workforce skills of creativity and innovation, necessary to succeed in both Montana and the global economy
- Access and understand our cultural heritage, which includes the distinct and unique cultural heritage of American Indians in Montana

How we do it:

- Provide technical assistance on curriculum development, assessment tools and resources in person, by telephone (Arts Education Hotline 800 no.) and on our website
- Organize workshops for teachers and teaching artists in assessment, lesson planning, classroom management, and integration of the arts with other subjects such as STEM (Science-Technology-Engineering-Mathematics)



A Framework for Arts Education: Students write together during a Missoula Writing Collaborative workshop.

- Offer grants to develop arts curriculum, assessment, professional development, student internships/mentorships and artist residencies
- Partner with Montana Office of Public Instruction to adopt, revise/create curriculum and identify best practices for the National Core Arts Standards which includes connections to Indian Education
- Provide leadership to enhance Montanans' knowledge and understanding about the contributions of arts education through agency representation on statewide boards and state/national arts education organizations

How we evaluate it:

- Determine if school and pre-school residency grants have:
 - Clear and measurable learning objectives that are aligned with the Montana Standards for Arts
 - An appropriate process to assess how well students achieved the learning objectives
 - Detailed activities that meet the learning objectives
- Analyze statistics on the number of requests for technical assistance, professional development and artist residency grants
- Track, adjust and monitor agency activities through an annual Staff Work Plan that identifies and assigns specific tasks and, where appropriate, includes measurable outcomes

Consequences of failure:

- Many Montana students do not have the opportunity to study the arts and achieve the significant cultural, educational and economic benefits that can result
- Arts education programs will not be widely available to nurture the intellectual,

social and physical skills that children develop in the first five years of life

Indications of success:

- Students achieve the fundamental skills and knowledge stated in the learning objectives for MAC's residency grants
- Pre-schools and schools will find the rewards of including the arts as part of the curriculum so compelling that they increase their requests for technical assistance, professional development and artist residency grants
- The Montana arts education community collaborates on the adoption of the National Core Arts Standards

A Framework to Promote the Public Value of the Arts Convey the difference the arts make in the individual and collective lives of Montanans

Public Value Frame #1:

Creativity and Innovation

Outcome we want:

Montanans utilize the power of the arts as a catalyst to develop creative and innovative thinking.

Why we do it:

The arts produce creative minds, and creativity fuels innovation.

How we do it:

- Produce examples and promote research that support the connection between the arts, creativity and innovation
- Publish stories from Montana that illuminate the connections between the arts, creativity and innovation
- Share and reinforce the tools of creativity and innovation from the arts industry with people beyond the arts industry
- Reward and recognize creativity and innovative artistic talent in the state
- Work with the Office of Public Instruction to advance STEM to STEAM (Science-Technology-Engineering-Arts-Mathematics)
- Serve as the catalyst for non-arts industry leaders to carry the message of the creative and innovative benefits derived from the arts (Arts=Creativity=Innovation)
- Council members connect with non-arts industry leaders in their regions to make the case for the importance of the arts to foster creativity and innovation

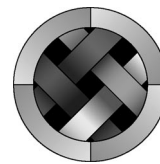
How we evaluate it:

- Investigate the impact the arts have on employee performance and well-being in non-arts industry businesses and find out about the importance of their community's cultural strengths to their overall success through interviews, conversations and surveys
- Track the presence of the arts in economic, business and workforce development programs of the state
- Survey artists and arts organizations about ways they are supporting broader community needs
- Analyze evaluation data from market development and grant programs for creative and innovative business approaches
- Track, adjust and monitor agency activities through an annual Staff Work Plan that identifies and assigns specific tasks and, where appropriate, includes measurable outcomes

Consequences of failure:

- Montana is less able to attract businesses because the arts and cultural environment is unknown or perceived to be weak

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Resources for K-12 school music programs

For instrument purchase and refurbishment:

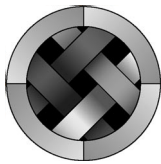
- The Mr. Holland's Opus Foundation (www.mhopus.org)
- Mockingbird Foundation (www.mockingbirdfoundation.org)

Other useful sites:

- Donors choose (www.donorschoose.org), where educators can ask for specific materials and donors can choose what they would like to provide.
- Adopt-A-Classroom (www.adoptaclassroom.org), which invites the community into the classroom to support teachers and their students.

- Fender Guitar Foundation (www.fendermusicfoundation.org/), which accepts grants from established, ongoing and sustainable music programs in the U.S. that provide music instruction for people of any age who would not otherwise have the opportunity to make music.

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Creative arts aid patient and caregiver well-being

In a *Washington Post* story titled “With nurses at risk of compassion fatigue, hospitals try to ease their stress” (June 10, 2013), writer Janice Lynch Schuster reports:

“In order to help nurses and other staff members manage stress and develop coping skills, hospitals and medical centers are using creative arts including journal writing, dance and movement, quilting, and painting. Finding ways to help nurses relax, reflect, refocus or re-energize is critical in helping them to prevent or overcome burnout, according to researchers and nurse managers. ...”

Read the full story at www.washingtonpost.com.

- A limited creative and innovative arts environment causes artists to relocate out of state
- Montana’s reputation for innovation is diminished
- Artists’ perspectives and innovative solutions stay “under the radar” and are not recognized or acted upon outside of the arts communities

Indications of success:

- Arts leaders are actively engaged in social, civic and cultural dialogues
- The arts as an industry is recognized by other industries for its potential to contribute to creative problem-solving
- Montana draws and keeps creative businesses, artists, and entrepreneurs that contribute to a more vibrant economy
- STEM will become STEAM (Science-Technology-Engineering-Arts-Mathematics)
- Non-arts industry businesses recognize and promote the importance of the arts in attracting innovative and creative employees
- The arts are included in the state’s economic, business and workforce development efforts

Public Value Frame #2: The Three Rs – Relationships, Relevance, and Return on Investment Outcome we want:

Utilize the Three Rs (Relationships, Relevance and Return on Investment) to build bridges that connect the arts world to the worlds of politics, education, economics and civic engagement. A greater understanding of the return on investment of public dollars and statewide support for resources for all the arts will emerge.

Why we do it:

Montana Arts Council funding for arts organizations, artists, events, programs and arts education is very important to improve the quality of life and enhance the business climate of the state. The agency spends state and federal tax dollars on its programs and it demonstrates to the public the return on investment of these tax dollars.

How we do it:

- Find and define the relevance (connections, common values, goals and outcomes) between the arts field and politics, education and commerce
- Broaden the pool of messengers to carry examples of The Three Rs in action
- Find and define the relevance (connections, common values) between the council’s priorities and those of all current living generations
- Initiate opportunities to establish relationships between the arts council, artists, artisans and arts organizations and those who fund or provide services for the arts including civic, tribal and governmental leaders, as well as the private sector
- Continue building relationships with leaders of Montana’s Indian Country, state tourism office and other state agencies
- Initiate strategic investments and/or activities in non-arts social, civic and economic sectors to promote the public value produced by artists and arts organizations
- Partner with arts organizations’ leadership and with artists to promote their own three Rs:
- Build Relationships with arts audiences, funders, community and political leaders that will result in greater support of their mission and work
- Show how their mission and work is Relevant to audiences and supporters to increase participation (Relevance=Connection=Meaning)

- Articulate the Return on Investment and public benefits of their missions, products and services as they relate to what the public deems meaningful and worthy of investment
- Gather evidence about the relevance of the arts in the professional and personal development of people working in the science, technology, engineering and design professions
- Council members create opportunities for non-arts representatives to make presentations about The Three Rs at work

How we evaluate it:

- Collect data from artists and arts organizations about their interaction with civic organizations such as Chambers of Commerce, Lion’s Clubs and other social service organizations, local governments, churches
- Collect stories from artists and arts organizations on their efforts promoting their Three Rs (Relationships, Relevance and Return on Investment)



A Framework to Promote the Public Value of the Arts: “Aruina” by Robert Harrison is among the sculptures at the Archie Bray Foundation in Helena. (Photo by Nelson Guda)

- Track, adjust and monitor agency activities through an annual Staff Work Plan that identifies and assigns specific tasks and, where appropriate, includes measurable outcomes

Consequences of failure:

- Funding for the arts from state and local resources is restricted or reduced
- Resources for market development and arts partnerships efforts decline
- The arts field is not at the table to help define quality education, civic and economic vitality, and the arts are still considered “extra” instead of “essential” to quality of life

Indications of success:

- Increased resources become available for artists, artisans and arts organizations due to a greater understanding of their public value
- State funding increases for the Montana Arts Council, thereby providing greater access for people of all abilities and incomes statewide to benefit from its arts programs and services
- Engaged artists and arts organizations actively participate in community and statewide efforts of civic involvement, economic growth and issues of quality of life
- The arts council is a connector and centralized resource for the state’s arts industry

Public Value Frame #3: Challenges and Solutions Outcome we want:

Innovative and creative solutions to many challenges and new opportunities facing Montana and its leaders will be arrived at through the involvement of arts organization leaders, artists, arts educators and artisans.

Why we do it:

Creativity, innovation and the arts are catalysts for new and expanded ways of thinking, seeing and solving problems. The arts council seeks to effectively respond, in creative and innovative ways, to new opportunities and to the state’s educational, economic and civic challenges.

How we do it:

- Position “public value” (the impact of services and programs on the public) as a litmus test for prioritization to address:
 - Agency funding and resource challenges
 - Sound, strategic investments with agency dollars and staff, including making realistic decisions about capacity
 - The potential impact of new directions within agency programming and project funding decisions; being a nimble and flexible agency
- Anticipate new directions and challenges that will be important to the lives of Montanans and their communities,

including:

- Populations – changing demographics in the state (including age, ethnicity, geography, income)
- Health – healthcare and aging
- Technology – accessibility, communications and trends
- Access – resources for all Montanans, regardless of the remoteness of their locations
- “Big Data” – current nationwide and worldwide arts industry research
- Provide guidance and resources to support arts organizations’ efforts to build arts participation in the context of shifting needs
- Define and convey to those who impact state and local resources how their challenges can be met through increased revenues and

resources for the arts

- Showcase examples of art being used to produce public value
- Pursue diverse streams of revenue to increase the agency’s financial resources
- Continually optimize agency performance and staff continuity/succession planning
- Council members exercise leadership for agency operations to increase public value. They are active committee members and the best-informed council they can be

Consequences of failure:

- The arts world finds itself “behind the curve” and is not considered a vital part of problem-solving discussions for changing communities
- Communities do not experience the vibrancy and positive results of arts-driven initiatives that bring people together during times of change and uncertainty, and that preserve and plan for Montanans’ vision of their future

Indications of success:

- The arts council is perceived as an equal and important partner to help advance solutions to many of the state’s challenges
- Leaders in the arts are at the table for state- and community-wide discussions about the needs of changing populations and demographics and other impacts on community vitality

Tell us what you think

Email your response to these three questions to a_fishbaugh@mt.gov by Sept. 30:

1. Are our intentions clear?
2. Do you like the plan?
3. Are we missing something that is important to you?